

Downtown Revitalization Project February 2021

Executive Sponsor(s): Rebecca Fleischaker & Jeff O'Brien

Project Manager: Andrea Brown

Executive Summary: Downtown Louisville is in a state of decline with the COVID-19 pandemic forcing mass remote working and significant reductions in travel and tourism. Small businesses have been closed with the significantly reduced daytime population, and some are facing permanent closure. Combined with racial justice demonstrations through the summer and an increase in homelessness, these near-term challenges need to be addressed to revitalize downtown as vaccines are being administered to the population. An action plan needs to be developed so that downtown is ready to return to a place of gathering, commerce, and tourism space when COVID-19 cases steadily decline.

Problem Statement: In addition to business closures and commercial & retail vacancies due to COVID-19, downtown faces real and perceived issues of safety and unclean conditions, as well as not being welcoming to our entire community, particularly African Americans. Actions must be taken to address graffiti, litter, unwanted street behavior, and accessibility to encourage and position downtown for an increased number of residents, workers and visitors as the pandemic subsides.

Goal Statement: To create and execute an action plan to revitalize Downtown Louisville. Phase one will address the issues in the Problem Statement to be complete by 5/1/21. Subsequent phases to be defined including ongoing and new efforts to improve the state of downtown.

Current State, Assumptions and Constraints	Project Team Members
<p>Current State:</p> <ul style="list-style-type: none"> • Low worker and visitor population due to pandemic • No events or other activities to generate positive momentum due to pandemic • Proliferation of graffiti, litter and unwanted street behavior • Loss of retail businesses • Expected lower business occupancy • Potential loss of downtown residents <p>Assumptions:</p> <ul style="list-style-type: none"> • Residents and businesses understand and will enthusiastically contribute to goal of a robust downtown • Community stakeholders will welcome linkages between new and existing efforts aimed at improving downtown and the surrounding neighborhoods • Not all businesses will return full workforce downtown • Visitors may be slow to return due to lingering effects of pandemic and perception of city in wake of racial justice demonstrations • Funding will be available to make certain improvements in the short-term and long-term (need to create a budget) • The project team will have access to all required resources and the authority to implement recommendations <p>Constraints:</p> <ul style="list-style-type: none"> • Success metrics not fully developed yet • Budget needs to be developed to see if adequate funding (public and private) is available • Continued pandemic conditions with unknown end • The project must align with Metro budgeting process (are funds available in current budget and/or new budget starting 7-1-21) 	<p>Louisville Forward Louisville Downtown Partnership Community Building LMPD Public Works</p>
<p>Success Measures: Monthly report of KPIs related to completed and approved action plan; actions taken during project to beautify and improve downtown/implementation of Clean Collaborative; increased diversity, inclusion, and representation of the entire</p>	<p>Known Deliverables: Downtown Revitalization Action Plan</p>

community in the downtown environment; find owners of any suggested longer-term strategies

In Scope: Project work to create and execute an action plan that LMG and others can own.

Out of Scope: Duplicative efforts and project work that focuses on long-term, visionary (beyond 9 month) actions.

Timing and Budget:
Timeline Three (3) months

Budget – TBD

Key Decision Makers:
Steering Committee, Rebecca Fleischaker, Jeff O'Brien, Rebecca Matheny, LLT

Key Stakeholders: LLT, Downtown Revitalization Team (Downtown stakeholder group)

Signatures with Dates

Executive Sponsor:

DocuSigned by:

Jeff O'Brien

Date: 2/19/2021

Supervisor of Project Manager:

DocuSigned by:

Rebecca Fleischaker

Date: 2/19/2021

Project Manager:

DocuSigned by:

Andrea...

Date: 2/19/2021

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